



## IMPORTANT BENEFITS SURVEY MAILED TO EMPLOYEES' HOMES

On Friday, January 31, the DPA Benefits Unit mailed confidential surveys to a sub-group of the approximately 13,000 of the 39,000 benefits eligible employees who declined coverage this year. A letter from DPA Executive Director Troy A. Eid accompanied the letter urging employees to participate in the survey. A business-reply envelope was also provided for their convenience.

Participation in the survey is critical. If an employee approaches you about the survey, please encourage his or her participation. Benefits Manager Gena Trujillo has described the trend of more and more employees leaving our coverage as a serious situation affecting all eligible employees. She believes that those leaving our coverage are our healthier, younger employees who are taking a

risk by going without insurance. This makes our insurable population even riskier for carriers, driving up rates and forcing more employees to consider leaving the state's plans.

Our benefits professionals can make assumptions as to why employees opted out of coverage – it's simply too expensive; our options don't offer what they need or expect; they're on a spouse's plan; or, health coverage is not a priority. However, without specific data we lack the concrete supporting evidence to help us move forward in providing employees adequate and affordable choices.

If you have questions regarding the survey, contact the Benefits Unit at 303-866-3434 or [benefits@state.co.us](mailto:benefits@state.co.us).

## BULLETIN NEWS BRIEFS

- The State Personnel Director will hold a public hearing on Wednesday, February 26, 2003, to consider adoption of permanent administrative procedures pertaining to the Colorado State Employees Assistance Program (C-SEAP), state benefit plans, victim leave, overtime, and other housekeeping changes to the administrative procedures to more clearly and accurately reflect how personnel system activities are currently administered and to reflect statutory and procedural changes.
- Nomination forms for the Governor's STAR Awards are available. It's that time of the year when we focus on employees who have excelled, going above and beyond, and are deserving of a nomination for a Governor's STAR Award. The recognition will be held on May 8, in conjunction with Public Employee Recognition Week (May 5-9). Award criteria, instructions and nomination forms are available. Please pass this information on to all employees. Registration and information for the luncheon will be sent out next month.
- Effective immediately, colleges and universities can now submit requests for approval of exempt positions via email and an automated form. The automated version of the request form is found as a link on the Job Evaluation page of our web site under Compensation. Merely fill in the information on the exemption request form and click on "SUBMIT" at the end of the form and it will be automatically transmitted to Don Fowler at DPA/DHR. In addition, users must separately email a copy of the job description and an organizational chart for the requested position to Don. A few of the colleges have tried this automated version over the past few months and it appears to work well. Approvals will still be done by hard copy letter, but plans are underway for an automated approval notification system in the future. Don can be reached at [don.fowler@state.co.us](mailto:don.fowler@state.co.us).

To learn more about these and other personnel, risk management and benefits policies and issues, go to [www.state.co.us/dhr](http://www.state.co.us/dhr) and be sure to check the "News Archive" section under Quick Links.

# RISKY NEWS

## WHERE WORKPLACE LITIGATION, INSURANCE, SAFETY AND LOSS CONTROL ARE IMPORTANT PERSONNEL MATTERS

COMPILED & EDITED BY TOM BELL  
SAFETY & LOSS CONTROL SPECIALIST

### EARLY DETECTION/PREVENTION KEY TO AVOIDING OCCUPATIONAL NOISE-INDUCED HEARING LOSS

Noise-induced hearing loss remains one of the most prevalent conditions encountered by workers. This is partly because noise hazards are found in a wide range of industries. Due to the pervasiveness of this condition, the American College of Occupational and Environmental Medicine (ACOEM) has updated its position statement on "Noise-Induced Hearing Loss" in order to promote improved surveillance and encourage research for this condition.

"Occupational physicians can play a critical role in preventing noise-induced hearing loss by becoming more proficient in the early detection and prevention of this disorder, and by serving as professional supervisors of hearing conservation programs," states Paul Brownson, MD, chairman of ACOEM's Noise and Hearing Conservation Committee, which developed the updated guideline.

"Professional supervisors should act as advocates for hearing health by encouraging workers to avoid excessive noise - and to use proper hearing protection when necessary - to ensure that noise exposures are minimized both at work and during recreational activities," said Peter Rabinowitz, MD, associate chairman of the Committee.

The new position statement identifies characteristics of the condition and includes a list of clinical considerations that are intended to assist physicians evaluate cases of possible noise-induced hearing loss. And, because certain aspects of noise-induced hearing loss remain poorly understood, ACOEM proposes the establishment of a research agenda for noise-induced hearing loss to shed light on some of the gaps in the current knowledge.

For additional information on protecting hearing in the workplace, the ACOEM CheckList "Tips for Protecting Hearing in the Workplace", offers practical suggestions on ways employees and employers can eliminate or reduce noise-related problems at work.

The position statement and checklist are available at [www.acoem.org](http://www.acoem.org).

### AUTO ACCIDENT RATES ARE FALLING, BUT INJURY CLAIM RATES ARE HIGHER

The frequency of auto accidents since 1980 has dropped by 16 percent. During the same time period, however, the frequency of auto injury claims rose 26 percent. These findings are revealed in a study just released by the Insurance Research Council (IRC).

In 1980, property damage liability (PD) claim frequency rates, which approximate auto accident rates in the U.S., were 4.94 per 100 insured cars. They declined to 4.13 per 100 insured cars in 2000. In contrast, the frequency of auto injury claims under the bodily injury liability (BI) coverage were 0.88 per 100 insured cars in 1980 and reached a high of 1.22 per 100 insured cars in 1995 before gradually decreasing to 1.11 per 100 insured cars in 2000.

"The overall increase in auto injury claims coupled with declining accident rates suggests that people are more willing to file injury claims than they have been in the past," commented Elizabeth A. Sprinkel, senior vice president of the IRC. "One possible reason for the trend is that BI claims can include pain and suffering awards that are often several times greater than the amount of accident-related losses sustained by claimants. These large awards provide a significant incentive to file BI claims," Sprinkel said.

Injury claim rates have moderated in recent years, falling nine percent since 1995. A number of factors may have contributed to the modest decrease in BI claim frequency. Compared to earlier studies, current IRC research shows that injuries resulting from auto crashes are less likely to require hospitalization or to result in extended periods of disability for accident victims. "These findings are likely the result of auto safety campaigns of the 1990s," Sprinkel said. Also, IRC research points to a slight decline in attorney involvement in auto injury claims over this period.

The Insurance Research Council website is [www.ircweb.org](http://www.ircweb.org).

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# FAMILY/MEDICAL LEAVE CORNER

COMPILED & EDITED BY LAURIE BENALLO  
STATE FMLA COORDINATOR

*Please share this information with FMLA Coordinators, payroll/benefits staff, and any others who work with the FMLA.*

## MARK YOUR CALENDARS

The full-day basic FMLA training is scheduled for Wednesday, March 26 from 8:30 to 4:30 in the Red Rocks Community College Community Room. This is the detailed training that covers such basic topics as eligibility, reasons for leave, definition of serious health condition, employer requirements, employee requirements, forms, restoration, and confidentiality. It is designed for those who work with the FMLA on a regular basis and for those needing a refresher on the basics of FMLA compliance.

If you plan to attend, please contact Judi Karg at 303-866-2391 or [judi.karg@state.co.us](mailto:judi.karg@state.co.us) to reserve a space.

Watch for future Coordinator's Meetings in June 2003, September 2003, and December 2003.

## ON THE LEGAL FRONT

### Schultz v. Advocate Health & Hosps. Corp. (N.D. Ill., 10/02)

**Facts:** Schultz was a long-term employee who had been named Employee of the Year in 1998. In 1999, he gave written notice that he needed intermittent leave to care for both his parents who were ill. Six months later, the mother died. The father required continuing care for Alzheimer's disease. Around this time the employer implemented production work quotas and Schultz was held responsible for meeting them even when he was on FMLA leave. During an August meeting with two supervisors, Schultz explained he could not meet the quotas while caring for his father, and the supervisors agreed to take care of the issue, but failed to do so. Schultz was terminated on November 7 and he sued claiming interference with his FMLA rights.

**Results:** A jury awarded Schultz \$11.65 million in compensatory and punitive damages. The award also included \$450,000 from each supervisor under a state common law.

### Grace v. Georgia Gulf Corp. (M.D. La., 9/02)

**Facts:** In December 1998, Grace was injured in a car accident and used approved leave periodically over the next nine months due to neck injuries from the accident. In July of 1999, Grace got a new supervisor and began complaining about the work environment. In August, Grace was counseled about work performance and was

asked to take a week off and think about whether she wanted to continue working at Georgia Gulf. Grace never returned to work. She claimed that in September she started having pain from a herniated disk. On Sept. 8, Grace's doctor gave her a release to return to work on Sept. 13 and also sent the employer a fax stating Grace needed an additional six weeks off. Because of the contradiction between the two documents, Gulf scheduled an appointment for Grace to be examined by another doctor for a second opinion. When Grace failed to keep the appointment, a second one was scheduled and she missed that one as well. Grace was then informed that Gulf considered her job abandoned since she had not provided verifiable medical documentation to support her leave beyond Sept. 13. Grace sued claiming retaliation for use of FMLA leave.

**Results:** The case was dismissed. The court found that Grace failed to prove she suffered a serious health condition that prevented her from performing her duties.

If you have any questions, contact Laurie Benallo at [laurie.benallo@state.co.us](mailto:laurie.benallo@state.co.us) or 303-866-4247.

## "STATE OF THE STATE WORKFORCE" TOWNHALL MEETINGS

Come discuss with DPA Executive Director Troy A. Eid and Jeff Schutt, Director of the Division of Human Resources, key issues facing state employees, such as Health Care Benefits, Performance Based Pay, Salary Survey or any other issues that are important.

### Tuesday, February 11

Limon Correctional Facility, Visiting Room Chapel,  
1:00 p.m. - 2:30 p.m.

I-70 East, take the first exit to Limon, go to stop sign and turn left, to "Limon Business District"; take first right-hand turn, (there will be a sign-Limon Correctional Facility) on to Hwy 71, travel 2-1/4 miles. Park in Visitors Parking lot-leave phones, pagers, pocket knives, etc. in vehicle. Go in main entrance, where you will be directed to the Visiting Room Chapel.

### Friday, February 14

Department of Public Health & Environment, 4300 Cherry Creek Drive South, Building A, Sabin/Cleere Room,  
11:30 a.m. to 1:00 p.m.

From I-25, travel North on Colorado Blvd. to Cherry Creek Drive South; turn East onto Cherry Creek Drive South. Pass Ash Street and turn right into parking lot where the department sign is displayed. Pass the first building (A), and second building (B). Free parking is between Buildings B & C in the visitor section. You MUST check in at the reception area in Building A. Allow five or ten extra minutes to check in.

Contact **Jacque Morley** at **303-866-2393**  
for more information.

# STRATEGIES FOR COPING WITH WORKPLACE CHANGE

- 1) Take Charge:** Plan in advance how you will respond to the changed workplace environment, or, if you are furloughed or laid off, what steps you will take to manage your job-search, your finances, and your home life. Write your ideas down. Prioritize the most important steps. For example, when will you update your resume, when will you make contacts to further your job hunt, when will you begin looking at other job-hunt resources such as the classified ads. How will you manage the stress and anxiety that can be expected?
- 2) Talk:** When change does occur, feelings may be both positive and negative, and often both at the same time. These are normal responses, to be expected. Identify one or two or a few people in whom you can confide about the personal impacts of the changes. It is often a relief to hear that others have similar concerns, and you may gain useful information from others' ideas of how to handle the situation. Don't allow yourself to be isolated with your concerns. However, don't limit your conversations to people who are feeling enraged or despairing about the situation; try to seek out people who have a sense of hope and some good ideas about managing the situation.
- 3) Maintain a Realistic Outlook:** Unrealistic expectations can be a tremendous source of stress and unnecessary suffering. Unfortunately, when organizations undergo downsizing, restructuring, or other major change, a whole host of unspoken, and sometimes unrealistic, expectations can arise. Upper management may expect, for example, that increased productivity will occur, even though the workforce has been seriously reduced. Employees, on the other hand, may expect management to be able to solve problems for which there are no ready solutions. Remind yourself that some problems can be solved with direct action, and some require passage of time and ongoing analysis before meaningful steps can be taken.
- 4) Improve Lines of Communication:** Clear communication is of greatest importance during times of upheaval. Don't get into rumor-based discussions, and don't share unsubstantiated information. In seeking information, be specific: what is known about \_\_\_\_ at this time? When can we expect to know more? Are there options, or is there only one way? If there are options, what are they? Do they apply to me, or only to some categories of employees? If you are an information provider, be specific: acknowledge what you know, and equally important, acknowledge what you don't know. Offer specific target dates for updates, and even if there is no new information, update people at that time. People would rather hear that there is no new information, than wonder why you haven't been in touch.
- 5) Use and Grow Your Coping Skills:** The body and mind respond to unwanted changes in a number of ways, including the release of stress-related hormones that can disrupt sleep and appetite. You may find yourself irritable, sad, resentful, and feeling disorganized or overwhelmed. The best ways of caring for yourself, so that your energy for coping with the situation can be as great as possible, and your mind at its clearest, include the following:
  - a. Exercise, even just a little:** If you're already an exerciser, it's important to keep it going. While staying within your level of fitness, doing a little more than usual will be beneficial. If you haven't exercised in a while, or have health conditions, just adding a short daily walk at a gentle pace has proven effects in reducing stress, anxiety, sleep disturbance, and appetite disturbance. If you're not sure if exercise is appropriate for you, call your doctor's office and ask.
  - b. Maintain a schedule.** See No. 1 above. The loss of the routine that is built into a work-schedule is one of the most difficult things about a job layoff. Get up at a predictable time each day, and go to bed at a predictable time. Don't watch more TV than you used to. For each day, plan the steps you are going to take, and do most important things first. Treat the hunt like a job.
  - c. Relax your body:** The stress of change can readily turn into aching muscles and headaches if we ignore the body's needs. Take a few minutes each day to gently stretch and relax your body.
  - d. Calm your mind:** One of the common signs of stress is noticing that your mind is filled with a ruckus of competing thoughts, demands, and worries, making it hard to think clearly about any one. Take a few minutes each day, at any time of day it can be worked in, to deliberately allow your mind to quiet and slow. Even a very few minutes per day can have cumulative calming effects, allowing you to do the things you have to do with greater focus. This is especially important if you find that you are feeling 'scattered', having difficulty deciding what to do

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# BEWARE OF SPYWARE!

BY TOM BELL  
SAFETY & LOSS CONTROL SPECIALIST

That innocent-looking freeware program that you loaded on your computer at home or at work may be spying on you.

Called "Spyware," many programs such as Kazaa, Hotbar and Bonzi Buddy that are available on the Internet send information about you to outside companies without your knowledge. They may send a list of all the websites you have recently visited or other information on your computer, and they do so without specifically asking your permission first.

Sometimes, the spyware does admit its spying function in a disclosure statement, but most people just click the "I Agree" button without reading the small print. And spyware doesn't tell you when it is sending other people your personal information.

The Bonzi Buddy program is a popular freeware program. It has a cute little monkey named Bonzi, who appears on your screen. But what Bonzi doesn't tell you is that he is spying on your computer and sending that information to people who will pay for it.

Employees at the Colorado Department of Personnel and Administration were recently warned about a suspected spyware program – Hotbar. Hotbar installs itself to

enhance Microsoft Internet Explorer, but it also collects data on what websites you visit. Hotbar also uses Microsoft Outlook software to insert itself into every outgoing email, enticing others to install it. Hotbar may also interfere with the operation of the computer, slowing it down or ceasing operation.

## What can you do to keep your computer from being infected by spyware?

- On your computer at work, follow your agency's computer policy. Generally, you should not install any programs without permission.
- On your computer at home, check a spyware list for any programs you want to install. There are internet firewall and spyware detection programs available that can help protect you from spyware.

For more general information about spyware, check out Spyware Weekly at [www.spywareinfo.com](http://www.spywareinfo.com).

A comprehensive list of confirmed and suspected spyware is available at [www.tom-cat.com/spybase/index](http://www.tom-cat.com/spybase/index).

Information on how to uninstall spyware is available at [www.simplythebest.net/info/spyware](http://www.simplythebest.net/info/spyware).

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## NATIONAL ADVISORY COMMITTEE ON ERGONOMICS MEETS

The National Advisory Committee on Ergonomics (NACE) will hold its inaugural meeting in Washington, D.C. on January 22, the Occupational Safety and Health Administration (OSHA) announced today.

"Our comprehensive plan for reducing ergonomic-related injuries in the workplace will succeed based on numerous factors, one of which is the advice and counsel we'll receive from the experts on our advisory committee," said OSHA Administrator John Henshaw. "We look forward to the first meeting and the discussions to follow as we work to drive down injuries and illnesses related to ergonomics in the workplace."

The committee members will discuss information related to industry or task-specific guidelines; identifying gaps in existing research on ergonomics in the workplace; research needs and efforts; outreach and assistance methods to communicate the value of ergonomics; and increasing communication among stakeholders.

Committee members come from industry, academia, labor, legal and the medical professions and include two professors of medicine, an attorney, consultants specializing in occupational health, management directors, a professor of industrial engineering, safety and health specialists, a construction firm CEO, an associate professor in public health, and a registered nurse with joint faculty appointments in colleges of nursing and public health.

NACE is chartered initially for two years and is expected to meet two to four times annually to advise the Assistant Secretary of Labor for Occupational Safety and Health on issues related to OSHA's four-pronged approach to reducing ergonomic-related injuries in the workplace: guidelines, research, outreach and assistance, and enforcement.

Three industries – nursing homes, retail grocery stores, and poultry processing – have stepped forward to work with OSHA to create the first sets of guidelines.

For more information visit [www.osha.gov](http://www.osha.gov).

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## ON-THE-JOB ACCIDENTS DECREASE IN 2001

A total of 5.2 million injuries and illnesses were reported in private industry workplaces during 2001, according to a survey by the Bureau of Labor Statistics, U.S. Department of Labor. Employers reported a 1% decrease in hours worked and nearly an 8% decrease in cases compared with 2000, reducing the case rate from 6.1 in 2000 to 5.7 in 2001. The rate for 2001 was the lowest since the Bureau began reporting this information in the early 1970s.

Of the 5.2 million total injuries and illnesses reported in 2001, about 2.6 million were lost workday cases, that is, they required recuperation away from work or restricted duties at work, or both. The remaining 2.7 million were cases without lost workdays. From 2000 to 2001, the incidence rate for lost workday cases decreased from 3.0 cases per 100 workers to 2.8 cases per 100 workers, and the rate for cases without lost workdays decreased from 3.2 cases per 100 workers to 2.9 cases per 100 workers.

Of the 5.2 million non-fatal occupational injuries and illnesses in 2001, 4.9 million were injuries. Injury rates generally were higher for mid-size establishments (those employing 50 to 249 workers) than for smaller or larger establishments

There were about 333,800 newly reported cases of occupational illnesses in private industry in 2001. Manufacturing accounted for 54% of these cases. Disorders associated with repeated trauma, such as carpal tunnel syndrome and noise-induced hearing loss, accounted for 4% of the 5.2 million total workplace injuries and illnesses in 2001. They were, however, the dominant type of illness reported, making up 65% of the 333,800 total illness cases. The number of repeated trauma cases reported for 2001 (216,400) was 10% lower than the corresponding 2000 figure (242,000). Sixty-five percent of the repeated trauma cases in 2001 were in manufacturing industries.

For more information go to the Bureau of Labor Statistics website at [www.bls.gov](http://www.bls.gov).

## OSHA REVISES EXIT ROUTES STANDARD

Requirements for exiting buildings quickly during an emergency have been rewritten in a user-friendly format that is easier to understand, according to the Occupational Safety and Health Administration (OSHA). The revised Exit Routes, Emergency Action Plans, and Fire Prevention Plans Standard became effective on

"Having a clear plan and procedure for exiting a building as safely as possible, if necessary, is one of the most basic and important safety precautions," said OSHA Administrator John Henshaw. "OSHA's standard was over 30 years old and in need of updating. The changes to the language in this rule will make it more clear and consistent, and aid workers and employers alike in understanding the requirements of the standard."

The requirements for exit routes have been rewritten in simple, straight-forward, easy to understand terms. For example, Means of Egress will now be referred to as Exit Routes. The text has been reorganized and inconsistencies and duplicative requirements have been removed. The revised rule has fewer subparagraphs and a smaller number of cross-references to other OSHA standards than the previous version.

Employers now have the option of adopting the National Fire Protection Association's Life Safety Code, instead of the OSHA standard for exit routes. OSHA evaluated the NFPA standard and concluded that it provides comparable safety.

The revised standard, which offers more compliance options for employers, does not change the regulatory obligations of the employer or the safety and health protections provided to the employees of the original standard. ***Please note that the State of Colorado government is generally not regulated by OSHA but the State Risk Management Office recommends voluntary compliance with OSHA regulations whenever possible.***

The Exit Routes, Emergency Action Plans, and Fire Prevention Plans revised standard was published in the November 7, 2002 Federal Register. The Federal Register search website is located at [www.access.gpo.gov](http://www.access.gpo.gov). The revisions to 29 CFR 1910, Part E have already been incorporated into OSHA standards and are available at [www.osha.gov](http://www.osha.gov).

# PARTICIPATE IN GROUNDHOG JOB SHADOW DAY

**What is Groundhog Job Shadow Day?** Job shadowing is an academically motivating activity designed to give kids an up-close look at the world of work. In 2002, more than one million young people and 100,000 businesses participated.

**When is Groundhog Job Shadow Day?** Groundhog Job Shadow Day will begin January 31st and continue throughout the 2003 school year.

**Why was Groundhog Job Shadow Day started?** Many middle school and high school kids just don't have the opportunity to explore various career options. In 1997, the first national Job Shadow Day was created to get young people into the workplace to find out what skills and education are needed to make it in today's job market. Current Job Shadow coalition members include: America's Promise, Junior Achievement, and the U.S. Department of Labor.

**What is the time commitment?** Companies who participate in Job Shadow Day will host students from 3-5 hours depending on workplace host availability. Volunteers who are participating, or "workplace hosts," will be given training prior to the event and supplied with activities to use with their "shadows" if they so choose. The best part about the program, however, is that the students come to you! Therefore the time

commitment is minimal but still makes a huge impact on each of your shadows.

**How will my "shadow" be assigned to me?** The students will be assigned to each workplace host on a 1:2 or 1:3 ratio, depending on how many people are interested in getting involved. There will be both group activities and individual activities in which the students will participate.

**How is it different from other career education events?** Groundhog Job Shadow Day gives kids a chance to explore various careers beyond what their parents may do for a living. Additionally, job shadowing provides an opportunity for students in at-risk situations to be exposed to various career options they might not have the chance to explore otherwise.

**Does job shadowing make a difference?** A study by the Kravis Leadership Institute in Southern California shows that students who job shadow are more likely to finish high school and obtain a four-year degree.

To learn more about job shadowing or to request participation, contact Alison Silzer at 303-628-7378 or [asilzer@jacolorado.org](mailto:asilzer@jacolorado.org).

## A LEADER'S ROLE IN DEALING WITH DOWNSIZING, REORGANIZATION OR MAJOR CHANGES IN THE WORKPLACE

### 1) Communicate

- Frequent, truthful and direct communication
- Clarify the reasons for the downsizing
- Describe how downsizing will take place
- Provide information on support and resources (including C-SEAP)

### 2) Offer Support

- Encourage employees to express emotion and reactions about downsizing in specific circumstances. It is not acceptable to spend work-time venting, but there can be appropriate times and places designated for sharing concerns.
- Acknowledge loss/fear/resistance
- Maintain focus on coping: allow people to express their concerns, and offer empathy for their understandable worries, but solicit input on "how can we cope with the reality of the situation we've got?" Be a model leader who understands people's feelings and responds kindly, but who also maintains a focus

on creative adaptation and getting business done.

- Offer support not only to employees being laid off, but to "survivors" of downsizing as well. Survivors are left with as many negative emotions and beliefs as those laid off.
- Provide tools to employees both as individuals and as groups

NOTE: C-SEAP can provide both individual counseling and group training

### 3) Involve Employees as Much as Possible

- Ask for and listen to employees' opinions
- Request feedback on how the downsizing is proceeding
- Gather input from the employees who are being affected

### 4) Affect Attitudes and Behaviors

- Rebuilding concept: In order to motivate "surviving" employees, keep in mind that a period of "rebuilding" will need to occur before past motivators will work again.
- Be cognizant, as a leader, of your attitude and behavior on employee morale.

For more information contact C-SEAP at 1-800-821-8154 or 303-866-4314.

# PREMIUM COSTS ASSESSED WITHOUT PROMPT NOTIFICATION OF TERMINATION

Effective January 1, 2003, HB02-1353 requires carriers to pay claims to providers based on eligibility verification. The bill brings new processing considerations for the state in that timely termination of employees and covered dependents must be made in order to minimize charging individual departments additional premium payments (both state and employee contribution amounts).

If the carrier is not provided a termination notice by the end of the month in which the termination is effective, coverage will continue for the terminated employee and dependent until the date that a termination notice is received by the carrier. In other words, a department will incur direct premium costs and the state will incur health care utilization costs for untimely notices of termination.

The Department of Personnel & Administration, Benefits Unit is implementing new eligibility file schedules for the carriers and incorporating processes for notice to carriers. Included is a contact list for sending notices to the carriers. However, not all carriers will accept a fax or email notice. Every effort should be made to get terminations completed on the payroll system screens by the end of the month in which the termination is effective.

The initial processes and procedures will continue to evolve in order to provide timely notice of termination. Watch for updates on the Division of Human Resources website [www.state.co.us/dhr](http://www.state.co.us/dhr), via email and *The Advisor*.

## CARRIER CONTACTS EMPLOYEE TERMINATION NOTICE

<b>Kaiser</b>	Elizabeth Dickason Call first 303-344-7238 x4776 Fax to 817-737-8879
<b>PacifiCare</b>	Tamika McBride Call first 1-800-711-8230 x5177 Fax to 1-480-303-7675
<b>RMHP</b>	Attn: Holly Mercer Fax to 1-970-244-7880
<b>SLV</b>	Attn: Lisa Sandoval E-mail <a href="mailto:Lsandoval@slvhmo.com">Lsandoval@slvhmo.com</a>
<b>Anthem BCBS</b>	Do Not Send Any Early Notices - Must have input into payroll in order to advise carrier of terminations.
<b>Delta</b>	Do Not Send Any Early Notices - Must have input into payroll in order to advise carrier of terminations.

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first, or feeling stuck by having too many demands simultaneously.

- e. **Use Distraction:** Plan some time each day where you deliberately get involved in things that have nothing to do with the job situation. At this time in your life, it's not just fun, but also important to read that enjoyable book, watch that favorite video, listen to some music you really enjoy, catch that favorite TV show. These activities calm the mind and reduce the body's physiological stress response. It's not self-indulgent to do some things for fun; it's self-preservation!

- f. **Use Additional Resources as Needed:** If you notice that you are having sleep difficulties or that your appetite is off for more than a 3 or 4 days, call your doctor and ask for additional

recommendations. The same is true if you find that you are so worried or upset that even when you use the recommendations above, you are unable to focus on the ordinary tasks of your life, or on coping with the work situation. If you find yourself thinking that the situation is hopeless, or you feel too low in energy or motivation to cope, reach out for individual support and counseling. Call your doctor or insurance company for a referral. United Way of Colorado can also provide counseling referrals, some of which offer low fee 'sliding scales.'

C-SEAP counseling services are a free, confidential, benefit for state employees. We have several offices around the state. Contact us for more information at 1-800-821-8154 or 303-866-4314.



# SALARY SURVEY ADJUSTED BASED ON REVISED PROJECTIONS

In order to meet the new statutory deadline, starting in FY 2002-03, the 2003 Total Compensation Survey report was completed in August instead of December as in years past. Because the total compensation survey projection was submitted four months earlier, DPA conducted a revised projection or "aging" of the original submission.

This revised survey analysis was conducted based on newer, more current market information and was intended to indicate if any adjustments were needed to the projected occupational group increases that will begin in July 2003, pending funding.

Due to the slow economy, this aging has resulted in an incremental decrease to the initial projected salary survey increases for each occupational group. On average, the initial projected increase for the total salary survey for FY 2003-04 was 3.8 percent. The aging shows a 0.3 percentage point decrease to the average, for a revised projected increase of 3.5 percent.

The components included in this revision are as follows:

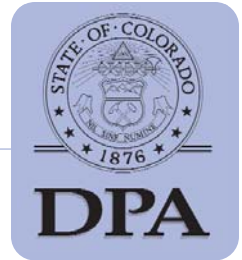
- The Mountain States Employers Council Health Care Compensation Survey became available in October. This is a primary survey data source for health care related occupation groups.
- The annual Employment Cost Index (ECI) used in the total compensation survey submitted on August 1, 2002 was 3.55 percent (based on the first quarter of 2002). The most current ECI from third quarter of 2002 was published in October. The ECI from the third quarter report was only 3.22 percent.

The recommended salary survey occupational group adjustments are summarized in the following table.

	8/1/02 Recommendations	1/03 Updated Recommendations	Difference
ENFORCEMENT AND PROTECTIVE SERVICES	4	3.5	0.5
TROOPERS	4	3.5	0.5
FINANCIAL SERVICES	3	2.6	0.4
HEALTH CARE SERVICES	7.3	6.7	0.6
LABOR/TRADES/CRAFTS	3.7	3.1	0.6
ADMINISTRATIVE SUPPORT AND RELATED	3.3	3.1	0.2
PROFESSIONAL SERVICES	3.5	3.2	0.3
PHYSICAL SCIENCES AND ENGINEERING	1.6	1.1	0.5
TEACHER	4.9	4.9	0.0*
STATE TOTAL	3.8	3.4	0.4

\*No ECI update for the Teacher group.

# Professional Development Center



## HIGHLIGHTS

- > **Make the most of your limited training dollars**
- > **Choose from a variety of core courses uniquely suited for the State of Colorado workforce**
- > **Drive organizational change with a flexible, interactive workshop designed to meet your distinct business needs**

## Getting the most out of a limited training budget

Given the current fiscal reality, we all need to be mindful about how and where we spend our dollars. The Professional Development Center offers high quality courses at a fraction of the cost of more slickly advertised private training programs. We work hard to combine value with results. And because our professionals have a combined 75 years state employment experience, we understand the distinct challenges and opportunities of state employment.

## Delivering quality learning experiences uniquely suited for the state workforce

Whether it's the personnel system rules and procedures, progressive discipline, the state contracting system or mediation program, performance-based pay, or learning to become a more effective leader or assistant, our professionals know the ins and outs of the state system. Our insight helps us deliver classes with meaning. And we do so throughout the state.

## Meeting your distinct business needs with our custom workshops

Whatever your business need, we can design a flexible, dynamic course to meet that need. We'll work around your schedule and come anywhere in the state. Give us the challenge and we'll do what we do best - help you find innovative solutions.

## UPCOMING CORE COURSES

### Performance Management: Getting Ready for Year Two

- Get the latest information about the performance pay system
- Fulfill your system supervisory requirement
- Learn techniques to help in the performance management process

This 4-hour course gets you quickly up to speed on ways to fairly measure and evaluate performance. \$85.

### Denver

March 12 (8:30 am - 12:00pm)  
May 7 (8:30 am - 12:00pm)

## Colorado Supervisory Certificate Program

- Make more effective decisions
- Understand behavioral differences
- Communicate well with a multigenerational workforce
- Coach for improved performance
- Learn the ABCs of teamwork
- Motivate and influence your team

A 5-day, certificate-earning course that's perfect for new and aspiring supervisors. \$725.

### Denver

March 4, 6, 11, 25 & 27  
May 6, 13, 20, 27 & 29

## Leadership Development Program

(formerly Advanced Supervisory Certificate Program)

- Build collaborative relationships
- Redefine vision and mission
- Improve accountability and take responsibility
- Grow and adapt to change
- Refine your leadership skills

This is a 5-day, certificate-earning, advanced supervisory course that helps managers exceed their potential. \$725.

### Denver

March 31, April 8, 15, 23 & 29  
June 3, 10, 17, 24 & 26

**[www.state.co.us/dhr](http://www.state.co.us/dhr)**  
**(under "training")**

### **The Seven Habits of Highly Effective People: Powerful Lessons for Tough Times**

- Build interpersonal skills
- Improve communication
- Get organized
- Manage stress effectively
- Create win-win partnerships

A 2-day course designed specifically for all employees who want to more effectively cope with change. \$250.

**Denver**  
April 17 & 18

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### **Colorado State Mediation Program**

- Learn conflict resolution skills
- Understand the value of mediation
- Become a Level I certified mediator

Successful completion of this 4-day, certificate-earning course provides the initial credential to become a mediator for the State Mediation Program. \$600.

**Denver**  
April 1 - 4

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### **Contracts I: Contract Management**

- Get a complete overview of the state contracting system
- Understand the unique complexities of the system
- Incorporate negotiation skills and insights

A 1-day workshop that prepares you to manage a contract to a successful conclusion. \$150.

**Denver**  
March 21  
May 22

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### **Contracts II: Contract Writing, Planning & Processing**

- Plan and process contracts with purpose
- Draft effective contracts
- Better understand Chapters 2, 6 and 8 of the Colorado Contract Management Manual

A 1-day, advanced workshop focuses on the specific skills to plan, write and process successful contracts. \$150.

**Denver**  
February 26  
April 25  
June 25

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### **The Rules for Supervisors and Managers**

- Pinpoint pertinent State Personnel Rules and Procedures
- Understand the intended purpose and nuances
- Learn to apply the rules to your day-to-day supervisory issues

A 1-day workshop that teaches the structure of the State Personnel Rules and Procedures and helps supervisors effectively apply the system. \$150.

**Denver**  
February 18

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### **REGISTER ONLINE NOW**

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**[www.state.co.us/dhr](http://www.state.co.us/dhr)**  
**(under "training")**

### **Progressive Discipline**

- Develop methods for diagnosing performance problems
- Enact strategies for solving these problems
- Learn when to utilize positive or negative consequences

This is a 1-day workshop for supervisors who want to build the strategies to discipline for positive results. \$150.

**Denver**  
February 25

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### **Improving Personal Effectiveness**

- Assess personal strengths and weaknesses
- Increase your self-confidence
- Improve communication with co-workers and managers
- Clarify issues and set specific goals for job and personal success

IPE™ is a powerful, 2-day course that will help you develop the management, goal-setting and interpersonal skills to become a more successful and confident person. \$295. Class size is limited - register early!

**Denver**  
February 20 & 21

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### **FOR MORE INFORMATION**

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To find out more about these courses or custom learning opportunities designed to meet your unique business needs, contact the DPA Professional Development Center.